EFFECTS OF DIVERSITY MANAGEMENT ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF NAROK COUNTY

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF DEGREE IN BACHELORS OF MANAGEMENT AND LEADERSHIP AT MANAGEMENT UNIVERSITY OF AFICA

APRIL 2018
DECLARATION

This proposal is my original work and has not been presented for a degree in any other University

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This research has been submitted for examination with my approval As the Management University of Africa Supervisor.

NAME: MR. DAVID KANYANJUA Signature Date
DEDICATION

This work is dedicated to my husband, Mr. Newton for his deep interest in all that I do and financial support to see to it that this project has been a success; he has been a source of profound inspiration for me to achieve my goals.
ACKNOWLEDGEMENT

I thank the almighty God who granted me the opportunity and means to achieve my desired goals in life. I would like to acknowledge my supervisor Mr. David Kanyanjua who sacrificed his time even on weekends to advice and point out those areas of this research which required polishing. Special thanks to Narok county government and the entire staff who willingly participated in the research process for its success. Acknowledgement also to my employer for allowing me time off duty for exams as well as working on this project. I also wish to thank the Management University of Africa and its entire staff in conjunction with KIM branch in Narok for allowing me undertake studies and exams at the institute.
ABSTRACT

Descriptive research design being the most ideal design for this project and pointing at Narok County staff as the target population, specifically examines Employment Opportunity, Diversity management policy, Managerial practices and Workforce profile in terms of trainings for the staff of Narok county government. This study is expected to benefit Narok county government, other councils and government, supervisory staff, middle level staff and operational staff. Narok county government is seen to have considered equal employment opportunity among its employees; this is reflected in the sample of employees which comprised of employees with disabilities and those from other ethnic background apart from the majority language community in the county. Most respondents said that Narok county government employed managerial practices that were friendly to all employees and which hence promote the motivation of the employee and consequently the competitiveness of the organization. This is reflected in the case of Narok county government executive staff employing cordial/humanitarian support to employees when need arises. Also in the case of Narok county government employing economic incentives that promote employee welfare in the organization is a big sign that the organization puts in place managerial practices that are acceptable and beneficial to all employees, 65% of respondents in Narok county government said that the organization has career development opportunities that improve the quality of employee workforce profile and training and that employee development and training programs affect the organizational diversity positively. Most respondents said that Narok county government employs diversity management practices that give the organization competitive advantage; this is because the practices meet organizational needs of the organization as well as add value to customer service.
CHAPTER ONE

INTRODUCTION

1.0 Introduction
1.1 Background of the Study

Coming up in diversity management is human capital resource management, consultations aim is to assess policies of Narok County Council on capitalization on the diversity of the community. Though used in broad and narrow contexts, diversity management has traditionally been used in most areas of human resource management (Kramar 2001). Much of it is prevailed by organizational culture, and appreciates the difference, narrow definitions focus on removal of discriminatory practices focussed characteristics of individuals. Larger part of diversity management affects organization at most of the levels. There is a big difference between Equal Employment Opportunity (EEO), and diversity in terms of definition but all of them focus on achieving equality in the workplace and considers accommodation of difference rather than the approach of assimilatory which is consistent with EEO. Diversity management is not just about individual difference, it is correction of organizational culture in order to cover a larger section of the individuals who are employed within legal policies. Diverse workforce requires management initiative in as much as EEO is an important series.

Increased productivity is brought about by diverse workforces, good communication, teamwork, and employee utilization, taking into account a better understanding of global customers’ needs brought about by diversity awareness. Employee retention has been improved by organizations who uphold diversity management. However, criticisms raised in diversity management cannot be wished away. Some of these criticisms are for improving diversity management programs. Different individuals have different characteristics, these differences are a focus in this study’s literature review. These three concepts were thoroughly discussed. To determine how employers treat employees in organizations, within paramount practices. Kersten, A. & Jana 2010 ‘in their Diversity Management literature have mirrored on language, diversion, dialectics Organizational
and Journal. To remove all discriminations, the government employs, affirmative practices which in this case, the focus of employment equity programs is on minorities.

Kenyan organizations are example of systematic inequality where there is no representation of women in senior positions (Daily Nation 7th September 2016) and underrepresentation of people with disabilities. The constitution and labor legislations make provisions to correct such characteristics which cannot be used in employment decision-making.

For successful implementation of a diversity program in big private and public sector organizations, there is a series of seven-stage progress required. The first stage is to come up with a council which ensures organization’s strategic principles aligned to diversity enhance organizations continuation (Kramar 2001; Pollar and Smith 2008). And to ensure diversity climate, mix, and checks on areas that require much attention are well informed.

The commitment of organizations, utilization of gathered information in educational and cultural orientation and training which formally targets families from a business point of view, translates to productivity in growth and profitability measures like cost reduction, positive statistics in employee retention and morale boosting, the advantages of its initiative in Kenya ideally private and public sector organizations with few studies on available local authorities diversity (Erwee & Innes, 2008). There is a gap which needs to be filled in the management of diversity in the work force of county councils in Kenya.

1.2 Statement of the Problem
Narok County being a culturally oriented county has a tendency of giving priority to the residents in terms of employment and promotion, as cited in the case of Richard Bwoko Birir, petition no. 1 of 2014 at Nakuru Law courts. Teicher & Spearitt (2006) quantified in organizations employee retention on those who practice diversity. However, criticisms raised in diversity management cannot be wished away. Some of these criticisms are, diversity management programs. This study was meant to assess policies and practices in Narok county government with the research question: What effects does diversity management have on organizational performance citing a case study of Narok county government
1.3 Objective of the Study

To assess policies and practices employed at Narok County government to manage diversity management and how the diversity management affects organizational performance.

1.3.1 Specific Objectives

i) To determine how equal employment opportunity policy affects performance of Narok County.

ii) To examine the extent to which diversity management practices employed in Narok County affect its performance.

iii) To determine how the managerial practices employed in Narok county government support diversity management.

iv) To determine how the training of employees affects Narok County performance.

1.4 Research Questions

(i) How does equal employment opportunity policy affect the performance of Narok county government?

(ii) How does the diversity management practices employed at Narok county government affect its performance?

(iii) To what extent does the managerial practices employed at Narok county government support diversity management?

(iv) To what extent does training on employees promote diversity management and how it affects the performance of Narok county government?

1.5 Significance of the Study

Expected to be useful to the following groups:-

1.5.1 Researchers

To the researchers the study is expected to open a door to bring some light on Diversity Management in County councils in Kenya and its relation to effective productivity of the employees. It is also expected to make it easier for the researcher to know what should be researched more in this field as it will act as a guide.
1.5.2 Narok county government and Other County Councils

This County Council is expected to know much information concerning Diversity Management of its employees. The study is expected to give at the end the recommendations as well as conclusion, which is expected to act as a guide liner to enhance the management of such institution.

1.5.3 Government

The government through the Ministry of local government is expected to know the right policies to impose into the county council institutions so as to avoid extra exploitation or to avoid under pressing such Institutions which are of great benefit to the locals as well as the government in terms of revenue generation.

1.6 The Scope of the Study

The study was carried out in Narok county government; and in particular the top management employees and operational employees of County Council. Because diversity both visible and non-visible differences included targeted male staff and female staff with age bracket ranging from 25 years and above. This study was carried out between June 2016 and August 2016, with Narok County government staff as a target population.

1.7 Chapter Summary

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Literature review seeks understanding other writers’ school of thought about effects of diversity on organization performance, in relation to effective productivity among the employees; citing a case of Narok county government. This chapter therefore will help to appreciate what other researchers have contributed towards this field and assess what possibly need to be researched further.

2.1 Theoretical Literature Review

Being a relatively new theory in organizational management, According to (Pollar O. 2008), a good diversity management is brought about by ‘A balanced leadership and diverse workforce’.

Due to globalization, managing human resource. According to Kramar, & Harris (2011), ‘Diversity Management: Impetus and future directions’, in Organizational Behavior Management, Millet & Wiesner (eds.), John Wiley & Sons, Brisbane. Have indicated that a diversity that is not well managed is an organizational disaster even though committed employers are required to run efficient human resource capital.

2.1.1 Unconscious Bias Theory underpinning equal employment opportunity

According to Shawn C. Marsh (2009), this theory indicates that the non-deliberate discriminatory behaviors that have influenced conversations around race, gender, age, socioeconomic status, and sexual orientation. The role of unconscious mental processes implicates implicit bias in a diverse range of Contexts, for example from the criminal justice system to how Moderators questioned candidates about implicit bias during a 2016 presidential debate. Discrimination that existed earlier on before the discrimination that civil rights advocates challenge to date is more of a nature that is subtle. The literature in social science body has demonstrated existence of this
bias in the society. Receiving, processing and storing information in individuals is processed in shortwaves essentially, stereotyped.

In this research, Unconscious Bias Theory in employment is the theory underpinning equal employment opportunity. Diversity management policy linking theory and practice to business performance, discordant theories of Strategic Management underpinning managerial practices and Theory underpinning workforce profile in terms of trainings.

2.2.2 Diversity Management Linking Theory and Practice to Business Performance
According to Angel Sharma & Tahir Nisar (2016) Managing diversity and equality in the workplace, seeks to investigate the relationship between performance appraisals, sociocultural issues, affirmative action (AA), and organizational capabilities in managing diversity and equality in the workplace. Firstly, performance appraisals were found to be a major source of discrimination especially due to raters influence on the actual process. Sociocultural issues had major role as some managers went out of their way in helping their subordinates, especially in paternalistic countries, whereas some left it to workers themselves. This study seeks to ensure that diversity management goes beyond equal opportunities management considerations described by law, and it promises to make a progressive and strategic contribution to the success of operations in business. So diversity management unlike equal opportunities approach, which has been defined as reactive, operational and sometimes counterproductive is being hailed as a proactive, strategically relevant and results-focused approach which is highly welcomed.

2.2.3 Discordant Theories of Strategic Management underpinning managerial practices
According to (Knights and Morgan, 1991). Where a managerialist perspective employs an instrumental rationality to help managers improve organizational effectiveness and corporate profitability, a critical lens seeks to explore the nature of strategic management as an organizational process, one which has significant political ramifications within organizations and in the broader society. Strategy can, for example, be examined as discourse and practice in order to probe its historical roots and how it came to be constituted in its current form.
Through strategic management set of activities, the uptake is the dominant discourse of traditional within organizations with achievements of complex tasks (Blackler, 1995; Brown & Duguid, 1999; Cook & Brown, 1999; Orlikowski, 2002; Tsoukas, 2005).

In this study these theories contribute to the development of a critical understanding of strategic management that is less coloured by the preoccupations and sectional interests of top managers.

### 2.2.4 Cybernetic model Theory Underpinning Workforce Training

According to Bernard Scott, Simon Shurville, Piers Maclean, Chunyu Cong, (2007) "Cybernetic principles for learning design", indicates that whilst learning design patterns are useful as starting-points for individual learning designs, learning designers should adopt the cybernetic principles of reflective practice to create learning designs where received wisdom is enriched by contextual feedback from colleagues and learners.

As Fitzgerald (1992) defines training as designed to give handful employees necessary skills required in their duties. Alliger, et al. (1997, Wright & Geroy 2001). General systems models includes input and output of HR systems which is the cybernetic model of HR systems. In this study it is of paramount importance to understand that this theory has an emancipatory agenda, which seeks to probe taken-for-granted assumptions for their ideological underpinnings disguised in cybernetic training and restore meaningful participation in arenas subject to systematic distortion of communication.
2.2 Empirical literature Review

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Prasad and Mills (2007) agree that more often in Kenya the weight of diversity management is placed on different organizations’ (Prasad & Mills 2007:8).

Legislative requirements cannot only focus on organizational objectives and in organizations setup According to the version in which organizational goals and the stages in which they are achieved (Kandola et al, 2008).

Typically formulated structures which are also applicable to Narok county; are organizations which boost employee morale increase their skills and experience (Teicher & Spearitt 2006). However, there is very limited research available regarding diversity management arguments (Kersten 2000). However, the initiatives of diversity management have been demonstrated by Mobil (Wolf 1998) in the Kenyan context.

According to this study, making sense of the diversity of institutions which has different kinds of customers is a challenge. But one thing gets across through all organizations, importance of efficiency and the ability of resources reaching thousands of local and global customers and ability to close gaps within marginalized groups.

Employment Equity Act did not miss criticism from the individuals concerned that it did not meet adequate support for all the groups. This is because women and men have different needs and the solution to this impediment in the provisions of the act since one will always imagine
that it would be a very cumbersome, complicated and difficult task as there are many subgroups within a group.

As it appears, homogeneous treatment could be most convenient thing to do politically and administratively since Employment Equity addresses (Ted 2005 the fact of employment equity in all group representation at the executive positions in the public service.

As long as there is imbalance implementation is considered to be ongoing. Societies are not homogeneous per se; there must not be equality throughout, underrepresentation of some groups will always be there at any point in time. As implementation process requires accountable employers and employees; which is not easy to adhere to. Just as the employers are accountable for letting them in marginalized Employees so are they accountable for accommodating employment equity groups as well. The policy calls for positive public address in order for all sectors and stakeholders to be part of its implementation.

It is very slow to change Human Resource practices which involves recruitment through social contracts. As it has been said that the official process of recruitment is unattainable, managers have resorted to recruit candidates who eventually become experienced through social contracts enough to win a competition. It is also a challenge to keep implementing the agenda and funding of structures established. When the emphasis drops down the momentum also slows down. This may be caused by different instabilities in government or barriers within and outside the country. Economic crisis and stability can impact on the momentum of implementation either positively or negatively.

There are two main challenges faced by employment equity members on employment policy these are; many people do not want to be perceived as being favoured or they know somebody in the workplace, they want to look best qualified for the job. This hinders policy implementation as they fear backlash from their fellow employees as there have been negative reports on cases of unkindness and negative attitudes towards those favored by the policy as they are seen as most favored by the policy and did not deserve hire on normal qualifications in the workplace due to their implementation of policy requirements.
Employment equity group marginalized group members fear layoffs as they believe that the information they provides during interview could be used against them in the recruitment process or in layoff. In these misconceptions unless the Employment Equity Act is given both positive and good publicity in order to accommodate all people (Soave, 2000). The culture of large organizations will belong to the majority employees leaving employment equity policy act unimplemented fully.

Before they even start, many managers see it difficult and costly to decide on who belong to the marginalized groups, though those interviewed think corporate culture is the problem rather than the availability of qualified employment equity group members.

Another challenge is lack of development made by the favoured groups. The progress made in recruiting other members of visible minorities is less favorable than that for women.

Women tend to benefit from straightforward identification where they have gained acceptance where visible minorities and disabled people have proved to be difficult, this leads to another concern that many managers share in common. Since the employment equity implementation is based on self-identification, some of the information provided is sometimes inaccurate and misleading. Except for those with obvious physical disabilities such as blindness, hearing impairment or paralysis, disabilities like depression are not clearly determined and consequently not often reported because reporter fears victimization (Beretta, 2004).

### 2.2.1 Diversity Management and Organizational Performance

This study has been carried out by many scholars under different topics such as gender diversity, cultural diversity and customer diversity. If we can mirror this diversity management to focus on women and other unrepresented groups in senior roles of the organizations as cited by (Kirton and Green, 2000). The glass ceiling delinks them from top management posts” (Daft 2007, p.462), though they can only look up through the glass ceiling and see management, Daft (2007).

Kramar, R. & Harris (2011), in their book “Transforming the Leadership Landscape” Does keep the focus on Women, this brings in a new methodology that tends to help in supporting diversity in gender in an organization. This by all means expands Leadership of women Program, which
focuses on the challenges and opportunities found in local authority organizations. Because of the inspiration we get from powerful women leaders in the organizations.

The current manager cannot overlook ineffective diversity that can bring in issues in the organization. These issues can emanate from absenteeism, lawsuits due to sacking and malpractices, less individual and organizational benefits, tarnished corporate image of the organization as the main challenge. However, with good and well managed workforce, diversity has benefits to the firms: these are human resource, organizational development, increased opportunities with less organizational complexities which enhances problem solving general creativity (Allen et al., 2008, p. 32).

Each person has individual characteristics, cultural diversity management is not just about managing particular cultural groups, but in addition should take note of the diverse needs of individuals (Jenner 1998; Kandola, et al. 2000). Good management focusses on individuals. The four key components to this are; supporting and committing to diversity, flexible organizational structures and policies, employee empowerment, diversity awareness training and programs meant for mentoring. Knowledge sharing across cultural groups is good management in the modern workplace.

We must appreciate the fact that it is difficult to achieve recognition of the differences, the values, unique strengths each individual brings to the workplace. Which is the main challenge for management in this new century.

Inherently superior subculture is a belief adapted for ethnocentrism by groups and cultures. An ethnocentric viewpoint is a monoculture that accepts certain set of beliefs and values in doing things. It is an assumption that other persons are different and somehow deficient, this threatens organization functioning smoothly and makes the concerned people to look oversensitive (Loden and Rosener 1991; Daft 2007, Sadri and Trant, 2002).

Increased essence of large workforce in organizations leads to alternative ways to manage it. Though Information Technology (IT), Management in organizations has developed ways of enhancing organizations in better ways.
Marx (1999); Kandola et al, (1998); Connerley, (2012). In their book of ‘demographic Changes in the workforce’ is the case increasing representation of minority groups, mirrored by changes in other parts of the world, have created need to understand how ethnically and culturally different individuals are in managerial practices Warner et al. (2002).

Managers in a culturally diverse workplace seeing it as a problem to be dealt with. In this case both sides were handled where failure to handle diversity is seen to create a lot of problems in the company. The first and foremost problem is financial cost caused by high turnover, followed by absenteeism and lawsuits where a company loses the money it invested employee recruitment and training where a dissatisfied employee leaves. There are perceptions Daft and Robinson and Dechant, (2007), that states that lawsuits on racial discrimination can cause financial cost to the company

The other problem is reduced individual and organizational productivity, this occurs when people experience prejudice and non-acceptance. People who feel unappreciated are less innovative and are less aggressive in pressing their ideas or in leadership assumption. They will not voice disagreement, because they want to be accepted, and time is wasted due to poor communication and misunderstandings as stated in (Loden and Rosener, 1991; Daft 2007). Third, a less obvious impact is the tarnished corporate image that develops around employee dissatisfaction. If a corporation becomes known as one that alienates nontraditional employees, it will have a hard time finding qualified workers in periods of limited skilled labour supply as cited in (Daft 2007; Elmuti, 2010).

As Human beings come in all shapes and sizes, colours and forms, they do not seek to be different, rather they seek to be with their own kind as they are social beings. We are a visually oriented species so perhaps it is natural to tend to notice differences. We describe ourselves as Christian, Jew, Democratic, or even as a Manchester football fan. These categories do not refer to natural biological attributes or necessarily to a particular geographical region, but they have impact on our behavior. (Denton 1997). This report underlines the benefits and disadvantages to diversity management and investigates the best strategies in order to gain competitive advantage.
2.2.2 Diversity Management Practices, Equal Employment Opportunity and Organizational Performance

While organizations are determined to carry out management of diversity out in the desire to assure that no person or group is discriminated against it is simply another name for affirmative action basically administering social environments. It is about recognizing and utilizing human differences. The main goal is to work in an environment capturing all employees instead of attempts of producing negative results due to workforce mismanagement. Empirical research compared to theoretical arguments indicate the potential of creating a positive diversity that creates competitive advantage for organizations publicized.

Allen, Dawson, Wheatley and White (2008) examined the relationship between employee perceptions of diversity among managers and non-managers and firm performance. The results showed that there was a strong support for a productive relationship between perceptions of diversity and perceived performance. This implied that organizations ought to focus on initiatives that have positive influences on employees’ perceptions within the ranks of senior managers and among non-managers. In workgroups human diversity creativity and innovation increases and improves the insights of different cultures as firms gain advantages in designing and selling products and services to a culturally diverse marketplace.

2.2.3 Diversity Management, Managerial Practices and Organizational Performance

There are two major resources for workplace diversity ideal practices, Aronson (2012) article on “Managing the diversity revolution: Best practices for 21st century business” U.S. G.A.O.’s (2007) report on “Diversity management: in a leading practice and agency examples”. Aronson gives excellent overview of workplace diversity, summarizing the principles on which it supposed to be based and outlined how the institution of diversity provides a substantial number of best practices implemented by various companies. Though used in broad and narrow contexts, diversity management has traditionally been used in most areas of human resource management (Kramar 2001). Much of it is prevailed by organizational culture, and appreciates the difference, narrow definitions focus on removal of discriminatory practices focussed characteristics of individuals. Larger part of diversity management affects organization at most of the levels. There is a big difference between Equal Employment Opportunity (EEO), and diversity in terms of definition but all of them focus on achieving equality in the workplace and
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2.2.4 Diversity Management on Employee Training and Organizational Performance

Establishing a visible diversity advisory committee, conducting mandatory training to different affinity group members Jackson, (2008) is a sure way of improving affirmative action and equal employment opportunity staffing efforts. Organizational priority in managing diversity in the workplace should help it to survive, manage and utilize its diverse workplace effectively.

The law (1999:131 law of ombudsman):1999-03-11. Is against ethnic discrimination Issued of person or a group of persons looked down unfavorably in relation to others or is subjected to unfair or offensive treat differences.

Diversity is both visible and non-visible. When the right diversity management policy which capitalize on the potential advantages of diversity are implemented, organizations will have productive organizational advantage. Ethnic minorities prefer to work for employers who value diversity, they also prefer to buy from such organizations. Third, organisations can expect enhanced creativity and problem solving from a diverse workforce. As (Wiesner & McDonald 2001). Strategic planning and management methods are squarely placed on overall managers of organizational objectives above and beyond legislative requirements.

The three primary levels of strategy are typically formulated on Dessler, Griffiths, Lloyd-Walker, and Williams (1999), especially in large organizations like that of Narok county government, the three major levels of plans are included in Narok county government Corporate Plan 2008-2013.

For council to attract, retain, and develop workforce Narok county government Plan (2008-2013) policy exhibits clarity and purpose in communicating the important meaning of diversity in strategic decision-making manner. Because such corporate policy provides the basis for
subordinate policy documents, it is important for the ideals of workplace diversity and equity to receive specific attention.

Operational plan 2008-2013 for Narok county government sets an important connection between national strategy and organizational performance Zheng (2001). For each national strategy, the operational plan details measures of performance and branch responsibility.

As cited in Fitzgerald (2002) journal, training is choreographed enhance learners knowledge and skills needed while carrying out their duties because this is simply because there is systematic investment procedure on human capital.

Salas & Cannon-Bowers (2011), say that a rich and focused training of employees is not only an investment but also that which increases as a matter of fact awareness on that investment in training organizational performance improvement.

Diversity awareness caters for global understanding of customers’ complex needs and gives access to greater pool of workforce. Which gives optimum human resources, which can also minimize recruitment and training costs.


It has to be known that personal characteristics is not just about managing particular cultural groups, but should regard the diverse needs of individuals.

Today’s manager cannot ignore population, workforce and marketplace diversity. A culturally diverse workforce, if not managed effectively, can create problems for the organization.

2.3 Summary and Research Gaps
There is lack of representation of all communities as a requirement for equal employment opportunity in Narok county government and parity of male and female in the management level
as the main gaps to be filled in diversity management in it and this is why the current study has taken keen interest with Narok county government.

Various distinctions have been made between EEO, and diversity. EEO is a leveled opportunity to all not looking down on anybody with different qualities.

The challenge it to merge and bring together the thoughts and plans of diverse institutions with different kinds of customers, processes and organizational cultures. But one thing is common for all throughout all organizations: the importance of efficiency and the mathematics to use scarce resources efficiently and effectively reach thousands of customers, deliver quality services and close the gaps between the supply and demand to meet the needs of the poor.

2.4 Conceptual Framework
This section presents a schematic interpretation of the conceptual framework as shown in figure

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<th>Independent Variables</th>
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<td>Equal Employment Opportunity</td>
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<td>Managerial Practices</td>
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<td>Workforce Profile and Training</td>
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Schematic Conceptual Framework

2.5 Operationalization of Variables
2.5.1 Equal Employment Opportunity Policy (EEO)
Wiesner and McDonald (2001) there is need to walk away from the common EEO thinking for organizations and businesses to flourish.
2.5.2 Diversity Management Policy
Ombudsman law (1999:131) is against ethnic discrimination as per the Issued: 1999-03-11. The purpose is just to counterattack ethnic discrimination. The term ethnic discrimination is looking unfavorably on others with differences.

2.5.3 Managerial Practices
Prasad and Mills (2007) agree that much weight in diversity management is entirely placed on organizational managers.

2.5.4 Workforce Profile and Training
Training is designed to provide learners with the knowledge and skills needed for their present job (Fitzgerald 2002) because few people come to the job with the complete knowledge and experience necessary to perform their assigned job. Becker (2002) provides a systematic explanation of investment in human capital and associated productivity, wages, and mobility of workers.

2.6 Chapter Summary
As a new paradigm of diversity management this theory is of organizational management, given that organizational leaders are not well qualified and quantified to run the diverse populations of the current work and marketplaces (Thomas, 2010). As business diversity grows globally getting more and more complex, this diversity management will play an important role in the workplace. Today’s manager cannot ignore population, workforce and marketplace diversity. A culturally diverse workforce, if not managed effectively, can create problems for the organization which thinks and runs homogenously.
CHAPTER THREE

3.0 Introduction
This chapter discusses research design, the site of the study, target population, sampling technique, data collection.

3.1 Research Design
Orodho (2003) defines research design as a scheme, outline or plan that is used to generate answers to research problems. Kothari (2004) defines research design as the conceptual structure within which the research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. According to Sekaran (2003) a research design is set up to decide on, among other issues, how to collect further data, analyze and interpret them, and finally, to provide an answer to the problem. It is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with the research purpose.

In this study descriptive research design was used. According to Brayman (2008), descriptive research design is type of design used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation. Mugenda & Mugenda (2003), states that a descriptive research design is suitable where the study seeks to describe and portray characteristics of an event, situation, and a group of people, community or population. The study hence considered this design appropriate since it will facilitate gathering of reliable data that describes the effects of career balancing on women in an organization. Descriptive is considered conclusive in nature due to its quantitative nature. Unlike exploratory research, descriptive research is preplanned and structured in design so the information collected can be statistically inferred on a population. The main idea behind using this type of research was to define an opinion, attitude, or behavior held by a group of people on a given subject.

This design is seen to be more suitable for this research as the researcher is to collect information by interviewing individuals and administering questionnaire to a sample of
individuals. The study will attempt to assess the effects on the implementation of the strategy of diversity management used in Narok county government.

3.2 Population Study
The target population refers to the specific group relevant to a particular study. Mugenda and Mugenda (2003) explain that a population is a group of individuals or objects that have the same form of characteristics. A target population is the total collection of elements about which one wishes to make some inferences on. The population of interest was top management, middle level management, supervisory staff and operational employees of Narok county government whose number is 600 persons.

3.3 Sample and Sampling Technique
The researcher in this study used stratified random sampling design. In this sampling design, respondents are divided into homogeneous categories, drawn from Top Management, Middle Level management, Supervisory staff and Operational employees.

The percentage to be selected from each category is deemed to be 50% of the management level and 50% of operational employees, this is because in descriptive research design, we always have to think about how confident we want to be that estimates are within a particular range (level of confidence and risk), and how small we want that range to be (level of precision). Unfortunately, they go in opposite directions. Higher levels of confidence require greater ranges (margins of error) in small sample sizes, and this applies to the operational level employees in whom we have much confidence for more accurate results as well as management level which we have to use a large percentage sample size for increased confidence in the results collected since they are few in number. The percentages are determined in table 3.1

Table 3.1 Respondents distribution as per Sample Size

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>(%)</th>
<th>Sample size</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Managers</td>
<td>5</td>
<td>50%</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>
After stratified random sampling, Simple random sampling was used to select respondents from each stratum. In this method random numbers were used, where individuals were asked to pick numbers from a box. Those who picked numbers showing ‘yes’ were selected for the study.

3.4 Data Collection Instruments
In this study the researcher used questionnaires as the instruments for the study. Questionnaires are pre-determined questions whereby the respondents were served with the questionnaires and given a chance to fill. The types of questions used in this study were open and close ended. Closed ended questions ensured relevancy of the given answers. The paraphrase of the questions were clearly done by the researcher in order to make them clear to the respondents. The open ended questions provided space for explaining relevant answers to the respondents, giving them freedom to express their feelings freely.

The presence of the researcher was needed as the questionnaire was self-administering. The questionnaires which were both open and closed were used to collect both quantitative and qualitative data.

3.5 Pilot Study
Before, data collection, a pilot study was conducted at Narok Town Council as this was the only institution in Narok that was related in terms of service delivery as well as the composition of its workforce to the area of study. This was done to test the reliability of the instruments and fine-tune the questionnaires to ensure they gather the relevant data for the research problem. Each questionnaire was attached with a transmittal letter explaining the purpose and importance of the study.

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Middle Level Managers</td>
<td>20</td>
<td>50%</td>
</tr>
<tr>
<td>Supervisory Staff</td>
<td>25</td>
<td>50%</td>
</tr>
<tr>
<td>Operational employees</td>
<td>550</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>600</strong></td>
<td><strong>301</strong></td>
</tr>
</tbody>
</table>
3.5.1 Validity
The types of questions used in this study were open and close ended. Closed ended questions ensured relevancy of the given answers. The paraphrase of the questions were clearly done by the researcher in order to make them clear to the respondents.

3.5.2 Reliability
The open ended questions provided space for explaining relevant answers to the respondents, giving them freedom to express their feelings freely.

3.6 Data Collection Procedure
Before administering the instruments, a permit letter was collected from MUA offices in South C main Campus in Nairobi. Questionnaires were hand-delivered to the respondents and collected after one week. After collection of the questionnaires, they were checked if completely filled and legible.

3.7 Data Analysis
(Hussey & Hussey 1997); due to the fact that the research objectives require an assessment of numbered and countable (workforce profile) and non-numerical data of more of awareness statistics (diversity awareness), a combination of quantitative and qualitative research techniques were necessary. Editing, coding and categorizing of the data, was done before entering it into the system. The data was generated using a computer package excel and was presented in frequency tables, pie charts and bar graphs.

3.8 Ethical Considerations
The researcher upheld ethical issues in the process of conducting the study and assured respondents that all information volunteered was to be treated in the highest confidence, in order to ensure that no one was victimized because of his/her view(s) and opinion(s). The researcher sought authority from Narok county government to carry out research. The researcher was honest
and respectful in the communication with respondents. Confidentiality was upheld. The questions were simple and clear to avoid misinterpretation and ambiguity.

3.9 Chapter Summary

This chapter summarizes research used to show how all of the major parts of the research project work together to try to address the central research questions (Kothari 2001). It is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with the research purpose, Descriptive is considered conclusive in nature due to its quantitative nature. Unlike exploratory research, descriptive research is preplanned and structured in design so the information collected can be statistically inferred on a population. The main idea behind using this type of research was to define an opinion, attitude, or behavior held by a group of people on a given subject.

This design is seen to be more suitable for this research as the researcher is to collect information by interviewing individuals and administering questionnaire to a sample of individuals. The study will attempt to assess the effects on the implementation of the strategy of diversity management used in Narok county government. Orodho (2003) defines research design as a scheme, outline or plan that is used to generate answers to research problems.
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction
This chapter reports the results of data analysis pertinent to the research questions that were advanced for this study. It gives a description of the findings of the study, which focused on analysis of the effects of diversity management on organizational performance case of Narok county government, Kenya.

4.1 Presentation of Research Findings

4.1.1 Response Rate
The questionnaires were distributed to the respondents and only 70(86%) of them were returned for analysis (Kothari 2001) this indicated a quite good return rate to warrant the research to continue.

4.1.2 Age of Respondents
The age of respondents in the study was important and is presented as shown in figure 4.1

![Age Distribution Chart]

**Fig. 4.1 Respondents distribution by Age**

The study finding in fig. 4.1, show that majority 49(60%) of the respondents fell in the 26–35 years bracket, while 8(10%) fell in the category of 55 years and above. This is consistent with the reality on the ground in that the majority of the working population falls in the 26–55 years bracket after completing college. It also indicated that those above 55 years were retirees who
were serving on term contract basis to develop the capacity of younger employees in their respective fields of expertise.

4.1.3 Gender of the respondents

Gender of respondents in the study was important and is presented as shown in figure 4.2

![Fig. 4.2 Respondents distribution by Gender](image)

From the study findings in fig. 4.2, majority 42(60%) respondents were men, while 28(40%) were female. This is a good sign in that more females are joining the job market than ever before.

4.1.4 Respondents Level of Education

The respondents had different levels of education as shown in figure 4.3

![Fig. 4.3 Respondents Level of Education](image)
Fig 4.3 Respondents distribution by Level of Education

The result of the study in figure 4.3 show that majority 41(58%) of the respondents had attained O-level education, 14(20%) had attained A-Level education, while 11(15%) respondents who had attained college level education this was followed by 4(5%) respondents attained University qualification while 1(2%) and only had attained other qualifications. This is a good indicator that most of the work force in the company is well educated and indeed an investment within the company when it comes to innovation and invention.

4.1.5 Respondents Departments
The respondents were drawn from a wide range of departments, such as Marketing, Customer care, Human resource, finance and accounts as shown in table 4.2

Table 4.2, Distribution of Respondents by departments

<table>
<thead>
<tr>
<th>Department</th>
<th>Number</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>Customer Care</td>
<td>30</td>
<td>42</td>
</tr>
<tr>
<td>Human Resource</td>
<td>20</td>
<td>29</td>
</tr>
<tr>
<td>Finance and Accounts</td>
<td>10</td>
<td>14</td>
</tr>
</tbody>
</table>

All the departments of the organization were fairly represented is the sample of the study so as to capture the views all and to avoid biasness.

4.1.6 Designation of Respondents
Respondents were drawn from all levels of management as shown in table 4.3

Table 4.3: Distribution of Respondents by designation

<table>
<thead>
<tr>
<th>Department</th>
<th>Number</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational Employees</td>
<td>45</td>
<td>64</td>
</tr>
<tr>
<td>Supervisory staff</td>
<td>21</td>
<td>30</td>
</tr>
</tbody>
</table>
Majority of the respondents 45(64%) were operational employees, 21(30%) were supervisory staff followed by 4(6%) who were in top management. This provided a good number of managers who can be involved in crucial decision making for the organization.

4.1.7 Respondents Period of Service in the Organization

Respondents’ experiences in the organization are shown in figure 4.5

![Pie chart showing the distribution of respondents by period of service.](image)

**Fig. 4.5 Respondents distribution by Period of Service in the Organization**

The findings of the study in fig. 4.5 show that 25(36%) of the respondents have worked in Narok county government for a period of 1-5 years, while 15(21%) who have worked in the organization for a period of 6-10 years, this was followed by 12(17%) who have served the organization for a period of 11 – 15 years, then 7(10%) have served the organization for a period of 16-20 years, this was followed by 5(7%) who have served the organization for a period of 21-30 years, then 3(4%) have worked in the organization for a period of 36-40 years, 2(3%) of the respondents have worked in the organization for a period of 36-40 years and only 1(1%) have worked for a period of 41-45 years in the organization. The results indicate that most employees had served the organization for a long period of time right from their prime age.

4.1.8 Availability of Equal Employment Opportunity Policy
Respondents’ responses on the availability of Equal Employment Opportunity policy is as shown in figure 4.6

![Figure 4.6 Respondents distribution on Equal Employment Opportunity Policy.](image)

The results in Figure 4.6 show that majority 42(60%) of the respondents said that the Narok county government has an Equal Employment Opportunity policy, while 28(40%) of the respondents said that the Narok county government has no equal employment opportunity policy. This shows that the Narok county government has an equal employment opportunity policy, though a small percentage of employees did not see its impact may be because they could not tell what equal employment opportunity entails.

### 4.1.9 Equal Employment Opportunity Policy

Respondents’ opinion on Narok county government equal employment opportunity policy is shown in Figure 4.7
Figure 4.7 Respondents opinion on availability of Equal Employment Opportunity Policy. The findings of the study in Figure 4.7 show that 67(96%) of the respondents said that Narok county government has equal employment opportunity policy, while 3(4%) of the respondents said that Narok county government does not have equal employment opportunity policy.

4.1.10 The extent to which equal employment opportunity affects organizational performance.

This is presented as shown in figure 4.8

![Extent to which equal employment opportunity affects organizational performance](chart)

Figure 4.8 Respondents views on extent to which equal employment opportunity affects organizational-performance

The findings of the study in fig. 4.8 show that 49(70%) of the respondents agree that the extent to which equal employment opportunity affects organizational performance is very high, while 14(20%) of the respondents felt extent to which equal employment opportunity affects organizational performance is to some extent, and only 7(10%) of the respondents felt that there is no extent to which equal employment opportunity affects organizational performance. This indicates that extent to which equal employment opportunity affects organizational performance is very high.

4.1.11 Respondents views on availability of diversity management policy.

Respondents views on availability of diversity management policy is shown in the table 4.1
Table 4.1 Respondents’ views on availability of diversity management policy

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Available</td>
<td>40</td>
<td>57</td>
</tr>
<tr>
<td>Not sure</td>
<td>22</td>
<td>31</td>
</tr>
<tr>
<td>Not available</td>
<td>8</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The results in table 4.1 show that 40(57%) of the respondents felt that the Narok county government had diversity management policy, while 22(31%) said that they are not sure if Narok county government has diversity management policy, this was followed by 8(11%) who felt that the Narok county government did not have diversity management policy. This indicates that the Narok county government has diversity management policy in place.

4.1.12 Respondents’ views on availability of employees with disability among Narok county government staff.

Respondents’ opinion on availability of employees with disability among Narok county government staff is shown in table 4.2.

Table 4.2, Availability of employees with disability among Narok county government staff

<table>
<thead>
<tr>
<th>Answer</th>
<th>No. of respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>65</td>
<td>93</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The findings of the study in table 4.2 show that 65(92%) of the respondents are aware that Narok county government has employees with disability among its staff, while 5(7%) were not aware of employees with disability among Narok county government staff. This shows that Narok county government has employees with disability among its staff and very few staff with disabilities which might not have been noticed by less percentage of respondent employees.
4.1.13 Respondents views on the question “does your organization employ workers from all ethnic backgrounds?”

Respondents answer on “does your organization employ workers from all ethnic backgrounds?” differed as shown in table 4.3.

Table 4.3 Narok county government Employment opportunity to employees from all Ethnic Backgrounds

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>60</td>
<td>86</td>
</tr>
<tr>
<td>No</td>
<td>10</td>
<td>14</td>
</tr>
</tbody>
</table>

The findings of the study in table 4.3 show that 60(86%) of the respondents said Narok county government employs employees from all ethnic backgrounds, while 10(14%) respondents said Narok county government does not employ employees from all ethnic backgrounds. This shows that Narok county government employs employees from all ethnic backgrounds.

4.1.14 Availability of economic incentives that promote employee welfare in the organization

Respondents had different views on availability of economic incentives that promote employee welfare in the organization as shown in figure 4.9.

Fig. 4.9 Availability of economic incentives that promote employee welfare in the organization
The findings of the study in fig. 4.9 show that 42(60%) of the respondents said that Narok county government has economical incentives that promote employee welfare in the organization, while 25(36%) said economical incentives that promote employee welfare in the organization was available only to some extent, and only 3(4%) said there was no economical incentives that promote employee welfare in the organization. This shows that Narok county government has economical incentives that promote employee welfare in the organization.

4.1.15 Availability of cordial/humanitarian support from executive employees to staff when need arises?
Respondents views on cordial/humanitarian support from executive employees to staff when need arises, is shown in figure 4.10

Figure 4.10 Respondents Views on availability of cordial/humanitarian support from executive employees to staff when need arises?

The results in figure 4.10 shows that 63(90%) of the respondents said there is cordial/humanitarian support from executive employees to staff when need arises, while 7(10%) said
that there is no cordial/humanitarian support from executive employees to staff when need arises. This shows that the Narok county government executive staff have cordial/humanitarian support to staff when need arises.

4.1.16 *Availability of career development opportunities for employees in Narok county government.*

Majority of respondents agreed that Narok county government has got career development opportunities for employees as shown in table 4.4

<table>
<thead>
<tr>
<th>Answer</th>
<th>No. of respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>65</td>
<td>93</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td><strong>70</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The results in table 4.4 show that 65(93%) of the respondents said that Narok county government’s career development opportunities for employees, while 5(7%) of the respondents said that Narok county government do not have career development opportunities for employees. This shows that Narok county government has got career development opportunities for employees.

4.1.17 *Respondents’ opinion on if the development and training programs affect diversity management of the organization;*

Respondents’ distribution on if the development and training programs affect diversity management of the organization is shown in table 4.5

<p>| Table 4.5 Respondents opinion on if development and training programs affect diversity management of the organization |</p>
<table>
<thead>
<tr>
<th>Answer</th>
<th>No. of respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>50</td>
<td>71</td>
</tr>
<tr>
<td>No</td>
<td>20</td>
<td>29</td>
</tr>
</tbody>
</table>

The results in table 4.5 show that 50(71%) of the respondents said that development and training programs affect diversity management of the organization positively, while 20(29%) of the respondents said that development and training programs affect diversity management of the organization negatively. This shows that development and training programs affect diversity management of the organization positively.

4.1.18 Does diversity management practices employed give competitive advantage to the organization?

Respondents had different explanations on if diversity management practices employed give competitive advantage to the organization as seen in figure 4.11

![Figure 4.11 Respondents on if diversity management practices employed give competitive advantage to the organization;](image)

The findings of the study in figure 4.11 shows that 60(85%) of the respondents felt that Narok county government employs diversity management practices that give competitive advantage to the organization because it allows active participation and fulfillment of its objectives, while 10(15%) of the respondents felt that the diversity management practices employed does not give competitive advantage to Narok county government as an organization. This shows that the
Diversity management practices employed at Narok county government give competitive advantage to the organization.

4.1.19 Does diversity management practices employed meet the needs of the employees?
Response to above question is shown in figure 4.12

Figure 4.12 Respondents distribution on if diversity management practices employed meet the needs of the employees;

The results in figure 4.12 show that 69 (99%) of the respondents said that diversity management practices employed in Narok county government meet the needs of the employees. While 1(1%) said that the diversity management practices employed in Narok county government does not meet the needs of the employees, the response in this result shows that the diversity management practices employed in Narok county government meet the needs of the employees.

4.1.20 Distribution of respondents’ opinion on if the diversity management practice employed add any value to customer service?

Distribution of respondents on if diversity management practices employed add any value to customer service, is shown in figure 4.13
Figure 4.13 Respondents opinion on if diversity management practices employed add any value to customer service?

The results in figure 4.13 show that 50(71%) of the respondents felt that the diversity management practices employed in Narok county government add value to customer service, while 10(14%) felt the diversity management practices employed in Narok county government did not add any value to customer service, this was followed by 10(14%) who said they were not sure if the diversity management practices employed add any value to customer service. This shows that the diversity management practices employed in Narok county government value to customer service.

4.2 Limitations of the Study

The following limitations were experienced:

4.2.1 Inaccessibility to Top Management

It was an uphill task to get access to the top-management of this County institution as one is to have concrete reasons for meeting the manager, as well as to be required to have an appointment which felt that the information could be used against them. However the researcher delivered a requisition letter from the Management University of Africa (MUA) detailing the need and reason for carrying out the interview and nothing out of it shall be used against any individual. The researcher will also inform them that, any Information given was handled with a lot of confidentiality.

4.2.2 Suspicion from the members of staff.

Information concerning the County institution and diversity management was vastly acquired from the organization or from the employees who are employed from the organization to tell
what the researcher would need. Getting such information may not be expected by the researcher as employees may fear to give full information for fear of victimization. The method of data collection required a lot of knowledge and techniques to ensure that the researcher gets the right information as required including internet services on the issues related to the research carried out.

4.3 Chapter Summary

This chapter presents data analysis to the research questions that were advanced during research study. Which gives a description of the findings of the study that focused on analysis of the effects of diversity management on organizational performance case of Narok county government, Kenya.

Information concerning the County institution and diversity management was vastly acquired from this organization and its employees. Getting such information may not be expected by the researcher as employees may fear to give full information for fear of victimization. The method of data collection required a lot of knowledge and techniques to ensure that the researcher gets the right information as required including internet services on the issues related to the research carried out.
CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introductions

This chapter summarizes the findings based on the research objectives, answers to research questions formulated from the research objectives, recommendations and suggestions for further studies. The major concern of this study was to investigate if a company which has integrated diversity management among its employees realizes competitive advantage.

5.1 Summary of Findings

On the question of age, the majority of the working population falls in the 26–55 years bracket after completing college. On gender sampling majority 42(60%) respondents were men, while
28(40%) were female. This is a good sign in that more females are joining the job market than ever before.

According to respondents, majority 41(58%) of the respondents had attained O-level education, 14(20%) had attained A-Level education, while 11(15%) respondents who had attained college level education this was followed by 4(5%) respondents attained University qualification while 1(2%) and only had attained other qualifications. This is a good indicator that most of the work force in the company is well educated and indeed an investment within the company when it comes to innovation and invention. On the question on the period of service in the organization, the results indicate that most employees had served the organization for a long period of time right from their prime age.

On equal employment opportunity, the results show that the Narok county government has an equal employment opportunity policy, though a small percentage of employees did not see its impact may be because they could not tell what equal employment opportunity entails. On the question on the extent to which equal employment opportunity affects organizational-performance, based on majority respondents of 49%, the extent to which equal employment opportunity affects organizational-performance is very high. Based on the majority 40(57%) of the respondents on availability of diversity management policy, it indicates that the Narok county government has diversity management policy in place.

That 65(92%) of the respondents are aware that Narok county government has employees with disability among its staff, shows that Narok county government has employees with disability among its staff and very few staff with disabilities which might not have been noticed by less percentage of respondent employees. Majority respondents 60(86%) said Narok county government employs employees from all ethnic backgrounds, this shows that Narok county government employs employees from all ethnic backgrounds.

42(60%) of the respondents said that Narok county government has economic incentives that promote employee welfare in the organization, an indication that Narok county government has economic incentives that promote employee welfare in the organization 63(90%) of the respondents said there is cordial/ humanitarian support from executive employees to staff when
need arises, this shows that the Narok county government executive staff have cordial/humanitarian support to staff when need arises.

65(93%) of the respondents said that Narok county government’s career development opportunities for employees, this shows that Narok county government has got career development opportunities for employees.

50(71%) of the respondents said that development and training programs affect diversity management of the organization positively. This shows that development and training programs affect diversity management of the organization positively.

60(85%) of the respondents felt that Narok county government employs diversity management practices that give competitive advantage to the organization because it allows active participation and fulfillment of its objectives, this shows that the diversity management practices employed at Narok county government give competitive advantage to the organization.

69 (99%) of the respondents said that diversity management practices employed in Narok county government meet the needs of the employees, this result shows that the diversity management practices employed in Narok county government meet the needs of the employees. 50(71%) of the respondents felt that the diversity management practices employed in Narok county government add value to customer service, this shows that the diversity management practices employed in Narok county government value to customer service.

Narok county government is seen to have considered equal employment opportunity among its employees; this is reflected in the sample of employees which comprised of employees with disabilities and those from other ethnic background apart from the majority m language community in the county.

Most respondents said that Narok county government employed managerial practices that were friendly to all employees and which hence promote the motivation of the employee and consequently the competitiveness of the organization. This is reflected in the case of Narok county government executive staff employing cordial/humanitarian support to employees when
need arises. Also in the case of Narok county government employing economic incentives that promote employee welfare in the organization is a big sign that the organization puts in place managerial practices that are acceptable and beneficial to all employees.

65% of respondents in Narok county government said that the organization has career development opportunities that improve the quality of employee workforce profile and training and that employee development and training programs affect the organizational diversity positively.

Most respondents said that Narok county government employs diversity management practices that give the organization competitive advantage; this is because the practices meet organizational needs of the organization as well as add value to customer service.

Following the above findings therefore, this research study agrees with the highlights and contents in the literature review.

5.2 Conclusions of the Study

In conclusion, it is clear that increased productivity is brought about by diverse workforces, good communication, teamwork, and employee utilization, taking into account a better understanding of global customers’ needs brought about by diversity awareness. Employee retention has been improved by organizations who uphold diversity management. However, criticisms raised in diversity management cannot be wished away. Some of these criticisms are for improving diversity management programs. Different individuals have different characteristics, these differences are a focus in this study’s literature review. These three concepts were thoroughly discussed. To determine how employers treat employees in organizations, within paramount practices. Kersten, A. & Jana (2010) ‘in their Diversity Management literature have mirrored on language, diversion, dialectics Organizational and Journal. To remove all discriminations, the
government employs, affirmative practices which in this case, the focus of employment equity programs is on minorities.

Kenyan organizations are example of systematic inequality where there is no representation of women in senior positions (Daily Nation 7th September 2016) and underrepresentation of people with disabilities. The constitution and labor legislations make provisions to correct such characteristics which cannot be used in employment decision-making.

For successful implementation of a diversity program in big private and public sector organizations, there is a series of seven-stage progress required. The first stage is to come up with a council which ensures organization’s strategic principles aligned to diversity enhance organizations continuation (Kramar 2001; Pollar and Smith 2008). And to ensure diversity climate, mix, and checks on areas that require much attention are well informed.

The commitment of organizations, utilization of gathered information in educational and cultural orientation and training which formally targets families from a business point of view, translates to productivity in growth and profitability measures like cost reduction, positive statistics in employee retention and morale boosting, the advantages of its initiative in Kenya ideally private and public sector organizations with few studies on available local authorities diversity (Erwee & Innes, 2008). There is a gap which needs to be filled in the management of diversity in the work force of county councils in Kenya.

5.3 Recommendations

Strategic management’s support and commitment to diversity is crucial, as well as the commitment from lower organizational levels, especially line managers. This study recommends that NCC managers should increase flexibility in their style of management by interchanging structures and policies and systems expand diversity. These things like fairness in recruitment and career advancement as well as accommodating different needs by giving benefits and programs that are flexible through implementation of Equal Employment Policy and ensuring that there is a link of it to Corporate Strategic Plan.
The training that sees to it that people have learned to work and live together also helps people to handle conflict in a constructive manner so that stress is reduced and negative energy in workplace is less. This can only be achieved if relevant core values that support employee diversity management are implemented in Narok county government. Therefore, this study recommends that NCC Management sets mentoring programs in place and implement it formally to ensure there are enough mentors. Members can be assisted by mentoring of a diverse workforce for people to assume the organizational culture which can help them change any inaccurate stereotypes and ethnocentrism drawn towards them. It shall be a win-win situation if mentors are rewarded for their noble effort.

5.3.1 Suggestions for Further Studies
This study identifies literature and diversity management challenges gaps which is lacking the analysis of organizational level, the trend of tokens and artificially built research settings that cannot handle a variety of cultural contexts. Therefore, something should be done to look into the hidden beliefs and values on managerial interventions.

Managers must take into consideration differences that value the unique strengths each person has to bring to the workplace. This is because valuing diversity by welcoming, recognizing, and cultivating differences among people so they can develop their unique talents and be effective organizational members is difficult to achieve hence further study is required in this area.

Language barrier is seen to be the main challenge hindering people from disseminating knowledge from one individual to another within a large organization. While it was discovered that knowledge was interchanged between two groups under study, may be directly (that is knowledge holder to recipient) or through a bilingual individual, a lot of the same is lost in translation and inability to understand the knowledge in the second language. In order to bring about knowledge sharing, organizations should come up and facilitate the implementation of friendly work environment and provide chances to communicate with one another outside workplace, sporting events provide for a good environment on this hence further study is required in this area.
REFERENCE:


**Appendix I – Letter of Introduction**

Dear Sir/Madam;

TO WHOM IT MAY CONCERN

My name is Anastacia Egelant, I am a student at Management University of Africa in Nairobi. I am currently carrying out a research in partial fulfillment of my degree in the school of Business management and leadership. This questionnaire is meant to assist me in collecting information in
regards to my research with Narok county government as my population of study. A letter from Management University of Africa authorizing me to collect this information is attached. I will highly appreciate if you could spare sometime and answer the following questions for me. Looking forward to your kind response.

Yours faithfully;

Anastacia Egelan

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**Appendix II – Questionnaire**

**CONFIDENTIAL**

Questionnaire Form

**Section A – Background Information**
All information provided in this questionnaire were treated as confidential. Please tick or comment where appropriate.

1. **Age:**
   - 18 - 25yrs
   - 25-35 yrs
   - 30-35 yrs
   - 45-55 yrs
   - 55 – Above

2. **Gender:**
   - Male
   - Female

3. **Highest level of Education**
   i. Post graduate Level
   ii. University Level
   iii. College
   iv. O-Level
v. Others Specify______________________________________________

4. Professional Qualification

   i. Certificate ☐

   ii. Diploma ☐

   iii. Graduate ☐

   iv. Others Specify______________________________________________

5. Department: ______________________________________________________

   ________________________________________________________________

6. Position held: _____________________________________________________

   ________________________________________________________________

7. No. of years worked: ______________________________________________

Section B – Equal Employment Opportunity

1. Does equal opportunity affect performance? Yes () No( ) ☐

   Please explain………………………………………………

2. To what extent does equal opportunity practice affect performance?
a) Great Extent

b) Some Extent

c) No Extent

Section C – Diversity Management Policy

1. Does the organization have any diversity management policy? Yes/No

   Please explain………………………………………………………………………

2. Are there employees with disability in your organization?

   a) Yes

   No

3. Do you think your organization employs workers from all ethnic backgrounds?

   a) Yes/No

   b) Others Specify______________________________________

Section D – Managerial Practice

1. Are there economical incentives that promote employee welfare in the organization?

   Yes /No

   Please explain your answer………………………………………………
2. Is there cordial/humanitarian support from executive employees to staff when need arises?

Ye/No

Please explain your answer............................................

Section E – Workforce Profile and Training

1. Does the organization have career development opportunities for employees?

i. Yes/No

Specify___________________

Section F – Diversity Management

1. Does the diversity management practices employed give competitive advantage to the organization?

Not really
2. Does the diversity management practices employed meet the needs of the employees? Yes/No, □

Please explain……………………………………………………………………

3. Does the diversity management practices employed add any value to customer service?

Yes/No □

Please explain____________________

Thank you for taking your time to fill this questionnaire.